



Del Norte County Grand Jury
2011-2012 Final Report

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Foreperson's Report

Honorable Judge William H Follett

On behalf of the 2011/2012 Del Norte County Grand Jury, we are pleased to submit our final report to you, the citizens of Del Norte County, the Board of Supervisors, and the Crescent City Council.

This report is based on data obtained from official written records, sworn testimony presented to the Grand Jury, and the first hand observations noted during our inspections. This document summarizes the randomly selected and mandated agency inspections.

I wish to commend the members of this year's Grand Jury who completed the entire year's body of work and replacement Grand Jury members for their hard work, integrity, impartiality and ability to complete this report. In addition, several members have given countless hours of their time researching data, doing investigative work and compiling reports.

This Grand Jury recommends that future Grand Jury panels be encouraged to attend the Grand Jury Training seminar, as well as be advised as to the importance regarding completion of their entire year of service. Clearly, some members may encounter unanticipated personal or family events that conflict with their ability to fully contribute as a member to this process. Fortunately we had very few resign due to work or personal issues. Those that did have to step aside were replaced with quality individuals.

Without exception, the Grand Jury was provided unlimited access to facilities and received all documents needed to complete reviews/investigations. The Grand Jury wishes to thank all agencies and individuals who provided documents, information or their sworn testimony upon which this report is based.

As with prior Grand Jury reports, this report represents both required reviews/investigations as well as other investigations of other agencies and issues that are of concern to the citizens of Del Norte County. All Grand Juries will always have a limit to their ability to investigate each and every agency and complaint. This year's Grand Jury provided exceptional coverage in all investigations. Two recently received reports were referred to the incoming Grand Jury for the 2012-2013 year.

The Del Norte County Grand Jury is required by provisions of the Penal Code to 1) make an annual examination of the operations, accounts and records of the officers, departments or functions of the County, including any special districts for which officers of the County are serving as ex-officio officers of the district and 2) inquire into the condition and management of prisons within the County. I speak for the men and women that served the citizens of Del Norte County on the 2011-2012 Grand Jury by stating we have fulfilled these requirements, and it was our privilege to serve. In this capacity, we have done our best to uphold the long history of Grand Jury service to its citizens.

Respectively submitted,

Ben Cameron, Foreperson
2011-2012 Del Norte County Grand Jury

Del Norte County Tax Collector: Regular Department Review

On February 9, 2012, three members of the Del Norte County Grand Jury had an initial meeting with the Del Norte County Tax Collector, during which time the functions of the office were well presented.

Findings: The office is broken down into 3 departments; Treasurer, Tax Collector, and County Collections. They are currently staffed by four full-time employees and one part-time employee. Due to lost funding, two positions were lost. The Tax Collector is an elected position and she is in her third year of a four year term. She has held the position since being elected in 2003. Their office located at the west front entrance of the Flynn Center.

The County Collection unit is responsible for collecting fees for various county agencies which include the Victim Witness program, Public Defender fees ordered by the court, Probation fines, and the Agriculture department. They also undertake the bad check program and handle the referrals to a third party if they are unsuccessful at collecting. Due to budget cuts, the office cannot aggressively pursue collections.

Their office also collects the Transient Occupancy Tax for the county. The county's rate is currently at 8%, where the city is at 10%. A statement is sent out to hotel owners quarterly. This tax generates approximately \$300,000 annually. Boat taxes are due at the time of renewal and the fee is collected by the DMV.

Cash is accepted as a form of payment and daily deposits are made at a local bank branch. Checks no longer need to be brought to the bank as the Tax Collector's office has the equipment to scan and remotely process them. They also accept credit cards but tag on a 2.5% convenience fee.

The delinquency rate for Del Norte County in 2011 on secured properties was approximately 5.49%. The majority of unsecured delinquency is mobile homes. There is a 10% late fee assessed to all past due accounts. A lien will be placed on the property when the taxes are delinquent for five years. The state has crafted a strict timeline of significant factors that the office follows. In the fall, the office presents a list of properties subject to tax sale to the Board of Supervisors. All dealings are performed in office with the exception of the actual auction of delinquent properties. They contract it out to www.bid4assets.com. All auctions are now performed on the internet. This greatly expands the reach of potential buyers and takes pressure off of the office in conducting the actual auction.

The Tax Collector has a good working relationship with the Auditor and Assessor. There is a detailed timeline which must be followed so each department can meet their deadlines and pass on information to the next stage. Each office relies on an open line of communication between the three separate offices. It is critical to having the functions of the various offices operate smoothly. A yearly audit is performed by an outside contracted agency.

The Tax Collector has built and maintained a strong network with other rural Northern California tax collector offices. This is instrumental in keeping our county up to date and cutting costs. They meet

annually to discuss challenges, share solutions, and group resources. This network also shares the costs when using the auction website www.bid4assets.com as they pick mutually convenient times to list properties and receive a reduced listing rate.

A serious problem facing the county is outdated and inefficient computer software. For the most part, records are recorded in the computer but it's a cumbersome process as the software dates back to the 1970's. At this time, it is unrealistic to commit to a new computer program as the finances simply aren't available. There has been mention to pool resources with other rural Northern California counties and share the expenses (set up, annual maintenance, training) that come with investing in a new program.

Over the next few years, the Tax Collector expressed she would like to focus on modernizing the tax program, staffing, and increasing the amount of time spent in the field. She would also like to put more energy into educating the public on what services the Tax Collector's office offers.

Recommendations: None.

Commendations: The committee's review of the Tax Collector's Office found a well-run, very organized operation and commends the staff highly on the job they are doing. In an office that is overstretched due to budget restraints, they are doing an outstanding job offering efficient and courteous service.

Del Norte County District Attorney: Regular Department Review

Reason for Review: The 2011-2012 Del Norte County Grand Jury felt a review of the District Attorney's office was in order since it has been several years since the last review.

Findings: The 2011-2012 Grand Jury made one planned visit to the District Attorney's office. A lengthy interview was conducted with the Del Norte County District Attorney. The District Attorney is an elected position of four years duration, and is responsible for the criminal prosecutions in the County. In addition, the Grand Jury spoke to an Assistant District Attorney, the Office Manager, and an Investigator/Evidence Technician.

The current workload of the District Attorney's office is 50 to 75 cases at any given week. Fifteen cases went to trial last year. This year, the District Attorney's office has a 90% success rate in the cases it has tried.

Pelican Bay State Prison has had an impact on the District Attorney's office with the increase in the number of cases charged. Previously, the District Attorney did not prosecute inmates serving life sentences at Pelican Bay, but now they are prosecuted and their money attached so that they are unable to purchase extra items from the canteen. In adjudicating crimes committed by inmates serving life sentences, funds have been obtained from the State to employ at least one Assistant District Attorney.

It is estimated that 70% of all cases handled by the District Attorney's office are Methamphetamine-related. 75% of children removed from their homes are related to Methamphetamine. Those convicted of drug charges are placed in the local jail for up to 6 years if there is not some other violent crime that has a prison sentence. The District Attorney suggests more money should be spent for education to fight Methamphetamine use, such as the Southern Oregon Project. Also,

more money is need for rehabilitation and residential treatment, such as the Salvation Army's program in San Francisco.

Two-third's of one Deputy District Attorney's time is spent prosecuting marijuana cases. \$40,000 to \$50,000 could be saved annually by not prosecuting marijuana cases if it were legalized.

The District Attorney said he has a good staff, but felt that they were grossly underpaid for the work they do. Although he could survive with the size of the staff in place, he would like to have one more trial attorney and one more investigator. In addition, he felt that they do not have an adequate number of vehicles. The Assistant District Attorneys need more funding for training and seminars to meet the State Bar requirement of 25 hours of Mandatory Continuing Education every three years.

Several in the District Attorney's office suggested a Case Management System for tracking of cases and reports, and coordinating their cases with other agencies and counties. This would help with identifying similarities in different cases from various jurisdictions that could lead to prosecution of certain individuals. In addition, the attorneys could use a laptop in court instead of carrying a lot of files.

The current Investigator/Evidence Technician has created a system to document evidence that addressed a recommendation of the 2007-2008 Del Norte County Grand Jury. The procedure for logging in and out of evidence, use of the evidence locker, and destruction of evidence should be documented into a Policy and Procedure Manual. This protocol follows Highway Patrol Procedure, and is in compliance with POST and California Department of Justice requirements.

Recommendations: It is the recommendation of the 2011-2012 Del Norte County Grand Jury that:

1. Del Norte County provide funds in the District Attorney's budget for the purchase of a Case Management System; and
2. The District Attorney's office creates a Policy and Procedure Manual for the tracking of evidence.

Response Required: The 2011-2012 Grand Jury requests that:

1. Del Norte County responds to Recommendation number 1; and
2. The District Attorney responds to Recommendation number 2.

Del Norte County Victim Witness: Regular Department Review

Findings: On October 12, 2011, members of the 2011/2012 Del Norte County Grand Jury met with the Victim Witness Project Coordinator and two staff members. A follow up meeting with the Project Coordinator was held on January 11, 2012.

The Victim Witness program was established 26 years ago and is a branch of the District Attorney's office. The coordinator reports directly to the current District Attorney. The program's role is to assist victims and witnesses in understanding the criminal justice system and relieve some of the trauma of victimization. The program's staff work very closely with the District Attorney's office and draft various court orders for them. The Victim Witness program provides support services which are funded by two separate grants. The Victim Witness grant funds two office positions, (the coordinator and one part-time employee), and amounts to approximately \$107,919 annually. The other grant, CHAT (Child Abuse Treatment) funds one position and

amounts to approximately \$150,060 annually. The Victim Witness employees do the entire grant writing process in office and the funding is determined year to year, allowing very little job security. Expenses are paid from a quarterly draw and expense reports with receipts are submitted to the auditor's office. A county issued credit card is used for emergencies only.

The Victim Witness program is staffed by 3 employees who are greatly overworked. Serving as an advocate, an employee of the Victim Witness office can be a court escort for victims who must testify and to victims and families at the time of sentencing. The staff works closely with criminal justice agencies to provide victims with timely, accurate case progress. Victims and witnesses are eligible to receive numerous services through the program that include but are not limited to: Referrals to other social service agencies; victim statement assistance; post-sentencing and prison release information; help with determining eligibility for filing claims with the CA Victim Compensation and Government Claims Board for payment of medical bills; counseling costs; lost wages; and funeral and burial expenses.

Along with funding two office positions, the Victim Witness grant provides support services, emergency aid, moving/relocation help, medical and dental expense, wage/income loss, support loss, funeral/burial, job retraining, home/vehicle modification, home security, and crime scene clean up (homicides cases). Each year, \$500.00 is set aside from the grant money for a mandatory annual audit. Every three years, CalEMA (Emergency Management Agency) performs a site visit to the Victim Witness office. They are monitored closely and have a records and documentation back up for all expenditures. Also under this grant, one staff member researches the amount of the loss (restitution) caused by a crime and provides information to the court and probation department in addition to drafting the formal order. If restitution is ordered, the agency assists the victim in ascertaining the victim's economic loss, and provides the Probation Department, District Attorney, and court of losses prior to sentencing. The Victims of Crime Compensation Program is a state program funded by fines imposed by judges.

The CHAT grant covers the expense for therapy and counseling for children who are abused or simply need counseling, along with the one office position. Victim Witness has created a network of 7 local therapists and the program is a last resort for collecting payment for the therapy services. The CHAT funded employee coordinates and provides transportation to and from counseling sessions with a van that was purchased with grant money. Last year, they provided counseling and transportation services for 73 children in our community. In 2010, the Victim Witness office received a \$25,000.00 grant to purchase a vehicle to provide the much needed transportation. Victim Witness is responsible for maintenance and gas.

Victim Witness referrals and resources are received from law enforcement, the court, and Harrington House. The Victim Witness coordinator looks through the jail/arrest database daily and tags crimes that pertain to their office. She then requests the reports from the District Attorney's office. The victims are contacted by Victim Witness and informed of their rights along with the general procedures of the court. Victims are asked what they would like to see happen with the case and if a stay-away order needs to be filed. If necessary, emergency assistance is offered in the way of immediate financial intervention for victim's basic material needs including temporary shelter, relocation, food, transportation, clothing, and medical care (prescription medicine, eyeglasses, dentures, etc.). The Victim Witness program worker assists in obtaining the victim's property held as evidence. The agency accompanies the victim to the courtroom or will go to court

on their behalf, and remain during their court appearance. Victim Witness stays involved throughout the entire process, up to sentencing.

The agency also refers victims to outside individuals and agencies for goods or services that are necessary but aren't directly provided by the Victim Witness office. The Harrington House has donated clothing and comfort packs with blanket, socks, and flip flops. The Sun Rise Rotary Club has donated cash (which went towards the purchase of backpacks, toiletries, and basic necessities for victims). Victim Witness works with other agencies such as shelters, social services, and Rape Crisis. Victim Witness employees participate in monthly meetings with several local agencies (including but not limited to the Family Resource Center, Rape Crisis, local Trial Courts, and Family Assistance Network), law enforcement and the judge. They work together in finding ways to service and positively affect the community. The meetings also serve as status reports and a way for local agencies and departments to work together and share information.

The Del Norte County Victim Witness agency addresses nearly 200 cases per year. The case load for Victim Witness breaks down as follows: 75% of all cases handled by the agency involve domestic violence, of that 50% involve children. Child abuse, school violence and other crimes account for the other 25%. Domestic violence offenders must complete a 52 week program which is part of their probation requirement. Victim Witness is allowed to share the offender's progress with the victim.

The main challenges Victim Witness faces are financial constraints, communication between agencies, training, low staffing, and inter-agency training. Due to lack of funding, training opportunities are very limited. The staff does take advantage of free local training but it puts a strain on the other staff members when an employee is out of the office. The Victim Witness coordinator receives 40 hours of training in domestic violence, annually. The employees are grossly overworked. The nature of their work is stressful and very little is offered in terms of healthy outlets. They have worked with a local pastor in the past as support and the staff felt this helped deal with realities of the job.

Recommendations: More training for staff, possible part-time paid position to help with workload.

Commendations: The 2011/2012 Del Norte County Grand Jury would like to thank the Project Coordinator and her staff, for running and maintaining a well administered, valuable local agency.

Correctional Facilities: Regular Department Reviews

Alder Camp

Findings: Members of the 2011/2012 Del Norte County Grand Jury made a scheduled visit to Alder Camp on February 17, 2012, in accordance with the California Grand Jury's mandate to conduct annual visits to the county detention facilities.

We were greeted by Alder Camp management personnel from the California Department of Corrections and Rehabilitation, and Cal Fire. We found the staff at Alder Camp to be very open, personable and transparent. All questions were answered forthrightly and all areas of the Camp were made accessible to us.

We found the physical condition of the Camp buildings and grounds to be in top notch shape. The facilities were clean and orderly, and much of the credit goes to the staff considering the facility was built in the 1960's.

The Grand Jury was impressed with the cleanliness of the kitchen facility and the quality of the food. The food budget for the inmates is \$3.00 per day, per inmate. Presently, there are 90 plus inmates at Alder Camp. When the management was asked whether they were sufficiently staffed the response was affirmative.

Every inmate is fully trained in the care and use of all tools or equipment they may use in their daily work. Certifications may be earned by inmates in certain work areas. Also, there are opportunities for inmates to participate in remote learning through a Junior College in order to complete courses. Conservation Camp inmates can work on fires in other states within 25 miles of the California border, through a working agreement with that state.

The Camp is self-sufficient, doing everything from potable water treatment, sewage treatment, baking bread, repairing Camp vehicles, repairing the grounds and facility, sawing lumber for Camp projects, and growing some vegetables. The inmates also build and repair cabinets, counters and furniture throughout the camp.

The inmates have access to tools and materials to complete hobby projects. Many items are made from lumber milled on site and are then donated to the local Toys-for-Tots program.

Recommendations: None

Response Required: None

Bar-O Boys Ranch

Findings: On March 8, 2012, members of the 2011/2012 Grand Jury made a scheduled visit to Bar-O Boys Ranch. The Facility Manager was interviewed and was found to be both informative and transparent in answering questions and supplying requested information. It was noticed that the morale of the staff and the wards was very high.

Bar-O Boys Ranch was established in 1956 and is situated on over 40 acres. Bar-O is under the jurisdiction of the Del Norte County Probation Department. The purpose of Bar-O is to rehabilitate and educate non-violent young men between the ages of 14 and 18 years old. The Ranch is run on a three tiered program, consisting of newcomers, intermediate and those getting ready to leave. The boys wear different colored t-shirts to indicate their program level.

The Facility Manager spoke about the numerous programs that aid the wards of Bar-O for their return to community. The programs range from counseling type Evidence Based Training to academics, and vocational training. Wards of Bar-O can receive certificates in safe food handling, lifeguard, and wild land firefighting. Wards participating in the Culinary Arts program regularly cater meals to various outside agencies. The wards of Bar-O, under supervision, help prepare all meals and aid in the repairs or additions to the facility. In addition, there are various fundraising projects the wards participate in.

The wards are encouraged to get their High School diploma rather than GED. Educational classes run Monday through Friday and teachers from Del Norte County Schools conduct the classes. The Ranch has a computer lab with access to seven computers.

Grand Jury members toured the various facilities at Bar-O and found all to be clean, neat and well maintained. However, while the barracks and bathroom were clean they are in need of refurbishing and/or replacement. Bar-O Management is fully aware of this and it will be addressed as soon as funds are available.

Recommendations: As soon as funds are available, they should repair/replace barracks and bathroom.

Response Required: None.

Juvenile Hall

Findings: On November 4th 2011, members of the 2011/2012 Del Norte County Grand Jury met with the Assistant Chief of Probation at the Del Norte County Juvenile Hall in accordance with the California Grand Jury's mandate to conduct annual visits to the county detention facilities. Juvenile Hall is operated by the County Probation Department and reports to a Del Norte County Superior Court Judge.

Most of the juveniles housed at Juvenile Hall are teenagers, although they have had some as young as 12 years old. Juveniles can only be in Juvenile Hall until their 19th birthday. Personnel indicated that rehabilitation is their primary focus with the juveniles. They work with both probation violations as well as new arrests. They have used anger replacement training for the past two years, but are switching to a moral recognition training program. The moral recognition training program is already in use at Bar-O Boys Ranch (also operated by the Probation Department.) The MRT program is an evidence based practice, which is a method used for data collection to develop training methods.

The Juvenile Hall staff handles approximately 300 bookings per year. Juvenile Hall has 16 full-time staff members and extra help positions, all of whom are sworn probation officers. It has capacity for 44 juveniles, but there is only adequate staff for housing of 10 juveniles. They have medical professionals as needed for the juveniles; a physician, a physician's assistant, a registered nurse, and a mental health specialist. A staff member walked us through the entrance of Juvenile Hall into the sally port and booking process.

Elk Creek School, which is a Del Norte County Unified School District facility, is on site for the continuing education of the incarcerated juveniles and has an accredited teacher on site.

Personnel indicated they have a good working relationship with the law enforcement agencies, the District Attorney's office, Child Protective Services, and the Department of Mental Health. The Juvenile Hall occasionally receives juveniles from Brookings, Oregon, but only those that are high risk offenders. They have had to send only a few juveniles on to the California Youth Authority. Staff receives 40 hours of training per year for supervisory staff and 20 hours per year for junior correctional officers.

The facility, including the kitchen, is kept clean and appeared well organized. Juvenile Hall has a \$45,000 a year budget for food. Items noted during the facility tour were the lack of a commercial scale washing machine. Their commercial machine is no longer repairable and they are presently using a household washing machine for daily laundry service. A replacement commercial washer is slated for purchase from the County Building Maintenance fixed asset budget in July 2012 (next fiscal year). The compressors for the walk-in refrigerator and the freezer are failing. Temporary repairs have been made by an outside vendor, but permanent repairs to the existing compressor are not feasible. The refrigerator portion of the unit is only able to maintain a temperature of 47 degrees, which is above food safety recommendations. A new unit is schedule for purchase at the start of the next fiscal year (July 2012) from the Building Maintenance fixed asset budget. The ceiling of the indoor gymnasium is un-insulated, which makes heating it in winter next to impossible. They have a large outdoor recreation area for the juveniles, but they are lacking in equipment, such as a mounted basketball hoop, and have no seating or picnic tables for this area. Therefore, the juveniles have to sit on the ground when in this area.

Recommendations: Acquire a new commercial grade washing machine and ensure the walk-in refrigerator and freezer are also repaired/replaced. The commercial grade washer would cut water and power usage by diminishing the number of loads required due to its load capacity. The walk-in refrigerator and freezer present a potential health concern in their present condition.

Commendations: Juvenile Hall seems to be a well maintained facility with a good program whose goal is rehabilitation rather than simply incarceration. The staff is well trained and dedicated to the well-being of their juvenile charges.

Response Required: Juvenile Hall needs to be in compliance with Health Codes in regards to the temperature of the refrigerator. A properly functioning refrigeration system needs to be a priority.

Del Norte County Sheriff's Office

Four members of the 2011/2012 Del Norte County Grand Jury made a scheduled visit to the Del Norte County Jail in accordance with the California Grand Jury's mandate to conduct annual visits to the county detention facilities.

History: The original jail was built in the 1960s and constructed primarily out of brick. In approximately 1993/1994, the jail received a remodel as well as an addition to the facility. Along with structural reinforcements, an entire new wing was added to the jail to house more inmates. The new wing consisted of five "blocks" or housing units, a second recreation facility, as well as a control booth.

Findings: It appears that the Del Norte County Jail is a well administrated facility and the administrative staff works very hard to insure inmate and staff safety by the placing of inmates to mitigate violence. Jail capacity is around 160 persons while the present inmate population is around 110 to 116 persons. (Not exact figures).

There are three teams which consist of three correctional officers per team to oversee and serve the inmate population, in addition to other non-sworn support staff. Correctional officers are required to attend an approved correctional officer academy prior to being hired. In addition, both correctional officers and administrative staff attend yearly mandatory training.

The Del Norte County Jail has a tsunami evacuation plan in the event of either a near shore or farther earthquake. In the event of a near shore earthquake and subsequent tsunami warning,

inmates serving time for lesser non-serious, non-violent, non-sexual crimes would be released and given a time and place to report back to. Inmates serving time for more serious crimes would be transported to Pelican Bay State Prison.

The general condition of the facility appeared to be good. The kitchen and kitchen equipment were clean and food storage areas were also sanitary and vermin free. Inmates and kitchen staff are responsible for cleaning the kitchen. For the most part, the jail facility is clean and orderly, with little repair needed. The need for upgraded technology systems will always be an expense, as technology is constantly changing. . Computer systems appeared up to date in order to provide safety and security as well as stay within code. Touch screen monitors in the control room allow the control panel to observe all areas of the jail with the touch of a button. Intercom systems are located in each room to allow inmates to communicate as well as other officers if a disturbance erupts or assistance is needed. The dispatch area has newly updated technology to track all emergency vehicles dispatched and plot on a map their location and speed. One maintenance observation was a hole in the ceiling of the holding/booking area. There was a noticeable leak in the ceiling leaving the area with an appearance of a rotted out ceiling board/panel. The Commander stated this was a work in progress and had been addressed with the facilities workers. Another item of concern was the Sally Port door. At this time, it is not in working order and officers have to park outside and escort their person in through a small doorway. The approximate cost of replacing this item is \$15,000. Please note, after the initial visit, the Sally Port door has been repaired and is in good working condition.

During the scheduled visit, an inmate was interviewed and asked about safety as well as treatment within the jail. He responded with positive answers of feeling well fed and treated with respect. He stated, "If you treat officers well, they will treat you well." He has had no major health concerns while in jail. The inmate works in the kitchen and stated their motto is "take pride in your work." It was apparent by the cleanliness and organization that they do take great pride in their kitchen.

While housed in the Del Norte County Jail, inmates are offered resources such as Narcotics Anonymous/Alcoholics Anonymous programs, recreational privileges, visits with attorneys/family/friends (through a window and telephone) and work programs within the facility itself. One of the places to "work" within the jail is in the kitchen. Per shift, there is one (hired) cook, and 3-4 inmate helpers. Inmates must be medically cleared to work in the kitchen. They prepare meals, organize the walk-in freezer, plan for the next day's meals and clean the facility on a daily basis. Inmates are fed twice a day. At breakfast, they are given a sack lunch to be eaten as they desire. Dinner is served in the evening. Meals/menus are regulated by the State, with a yearly visit from an auditor to observe the cleanliness and overall operation of the kitchen and nutritional value of the meal program. Upon review, the kitchen was clean, well operated and organized.

Budget changes within the County have been a real challenge for the jail and its operations. Food and medical costs for inmates consume a large majority of the monthly budget, as well as facility updates and repairs. The cost of food and medication for inmates is extraordinary. The Commander stated it is not uncommon to spend \$3,000- \$4,000 a month alone on medications for inmates. Other medical related expenses consist of a registered nurse whom visits the jail Monday through Friday, as well as a physician assistant who sees inmates twice a week for more in-depth treatment. Both have been examining inmates at the jail for several years. The inmates can make appointments for check-ups as well as other non-emergency medical issues.

Budget cuts affect not only facilities and inmates, but also the jail staff. As noted above, there are 2 officers, 1 supervisor and 2 technicians working per shift. With duties such as two meal rounds, three medical rounds, recreational time and additional bookings daily, the officers and staff on duty are kept very busy. All employees have training requirements, both prior to employment and annually. Employees are required by law to complete 24 hours of continued training per year. At the time of the visit, jail supervisors were en-route to classification training.

When interviewed, the Commander was asked if there was one thing he would change and his response was to have one additional correctional officer per team (from three to four) to further ensure inmate and officer safety and to better serve inmate population.

The Commander anticipates the AB-109 would/might have a dramatic effect on jail population by having non-serious, non-violent, non-sexual felons serve time in the county jail, whereas presently an inmate sentenced to more than one year would go to state prison. In anticipation of the full implementation of AB-109, the Commander said that the Del Norte County Jail administrative staff would aggressively pursue an in-home detention program for lesser offenders. Also, an inmate released from state prison on parole who violates said parole typically would be returned to state prison. Under AB-109 said felon would not be returned to state prison, but rather serve out his/her time in county jail. Management of state parolees under AB-109 would fall to the county probation department rather than State Parole Department.

Recommendations: Repair the Sally Port door.

After the initial visit, it is noted that the Sally Port door has been repaired.

Commendations: The 2011/2012 Del Norte County Grand Jury would like to thank the Sherriff and his Jail staff, especially the Commander for running and maintaining a well administered, safe facility.

State Correctional Facility-Pelican Bay State Prison

On January 20, 2012, members of the 2011/2012 Del Norte County Grand Jury made a scheduled visit to Pelican Bay State Prison (PBSP).

Findings:

Administration: We found the interim Warden to be very personable and open. He seems to maintain a high level of morale. The interim Warden meets with the heads of other peace officer agencies regularly.

Emergency procedures: The minimum security facility (level 1) can be evacuated in order to house local citizens in the case of a major disaster. There is a food reserve at Pelican Bay State Prison that would last for approximately two weeks.

Security: There have been no escapes above level one security in 22 years. There is a double row electric fence around the entire perimeter of the facility which is checked every shift, tested quarterly, in addition to the perimeter being patrolled 24 hours a day. Having built and maintained this fence has eliminated the need to have all of the 11 towers manned. Currently, only tower 11 is manned.

Waste Management: Waste collection is contracted to an outside local agency. Every vehicle is thoroughly inspected, including the garbage trucks entering through gate 11. All materials leaving Pelican Bay State Prison are inspected including the garbage inside the trucks.

Intake: A very thorough set of procedures are followed when a new inmate is admitted. The department has all the information about the person and all of his materials are ready for him upon

arrival. If there is a security problem with an inmate he will be housed in the Administrative Segregation Unit (ASU) / protective custody.

Inmate Programs: California Prison Industry Authority (CALPIA) operates one industry at PBSP, laundry. This industry employs approximately 18 inmates. The laundry contracts with PBSP and Del Norte School District.

Additionally, inmates have work assignments throughout the institution on various work crews which include yard crews, kitchen workers, porters, grounds keeping, maintenance, and other duties which assist in the daily operation of the prison.

Inmate Support Groups: PBSP offers inmates access to Alcoholics Anonymous, Narcotics Anonymous, Choices for Common Ground, Incarcerated Veterans, and Reaching Out Convicts to Kids which is known as the "ROCK" Program.

Vocational Programs: PBSP offers Vocational Auto Body through Tsunami Adult School.

Academic: PBSP offers a literacy program, adult basic education, General Education Diploma (GED), as well as college courses, which are available through distance learning. At the time of the visit there were five teachers on site, but due to budget cuts that number has the potential to be reduced.

Family visits: There are apartments available for families when they visit. Officers will buy foods requested by the family and deliver it. The family pays for their food order. Everything brought into the prison is inspected.

Staffing: The Department of Corrections is not doing any new hiring. Positions are filled on a volunteer basis within the Department of Corrections due to cut-backs at other prisons.

Recommendations: None.

Response Required: None.

Del Norte County Schools: Regular Department Review

Crescent Elk Middle School

Three members of the 2011/2012 Del Norte County Grand Jury met with the Crescent Elk Middle School Principal on March 27, 2012. He was asked questions in the following areas:

Comparisons to other comprehensive middle schools: Crescent Elk's rank is a 4 (on a 10 high -1 low scale) when compared to 100 similar schools. Similar takes into consideration: parent education, income, diversity, amount of free or reduced lunch eligibility, etc. Most of these 100 similar schools are not located in a rural area. Crescent Elk's Academic Performance Index (API) is currently 777. This API number is up from 725 in the last 5 years. A numeric API score ranges from a low of 200 to a high of 1,000. The statewide performance goal is 800.

Funding: Crescent Elk receives a consistent amount per student compared with other schools in the district. Crescent Elk receives additional funding through various grants, including but not limited to, the Block grant, ADA, SIP, and Title 1. Crescent Elk receives the most Title 1 money district wide as the focus of the money is on sixth, seventh and eighth graders.

Technology: Technology is a strong suit for Crescent Elk. Dedicated staff and very interested students make the use of technology a major player in the classroom. Two quarters per year are dedicated to making students technologically literate with the main focus on Microsoft Office and web design. Students at Crescent Elk design and continually update the school's page on the District website.

There are four computer labs on campus. Crescent Elk receives partial funding for these labs through the Enhancing Education through Technology (EETT) grant. Monies are spent on

equipment, materials/supplies, and training. I pads are used for small group instruction. Internet usage is closely monitored by instructors. The internet is only accessible through a password and unique log-on student ID. A Spyware tracking program is installed on all computers in the labs. Crescent Elk plans to have their campus fully wireless by the end of the year. They have an onsite technology specialist.

Cell phone usage is not allowed in the classroom. The Principal stated three to five cell phones are taken away each week for violations of the tech policy. The student's parent is contacted when a violation occurs. The tough stance on no cell phones has reduced the number of fights as texting was one of the primary sources of fights. Cell phones allowed the intent of a fight to spread much quicker than by word of mouth.

An online program titled "Study Island" is used as intervention for students who need extra assistance or are underperforming. Study Island offers web-based instruction in various subject areas. The principal stated most students have access to the internet outside of school.

Parents are encouraged to monitor their child's grades and performance through the schools website.

Student Support: "Learning by Doing" is a learning/teaching method used by teachers at Crescent Elk. All teacher meet on Monday to address a targeted agenda. They review data and have breakout sessions by departments.

Last year several teachers and administrators visited a school in Colorado to observe and learn about a school-wide student-based program that focuses on academics and behavior and is in student language. The students at Crescent Elk selected four core areas to concentrate on: Academic Achievement, Clean Campus, Bully-Free School, and Respect. A committee of students selected the four core areas after much time was spent brainstorming and tracking the entire school's input. The program's goal is to systematically change behavior and foster self-accountability. Banners are made for each of the four core areas that will line the hallways and state what behavior is expected of the students. The Principal will utilize the intercom system daily to inform and encourage students of the ongoing program. He stated only two to four percent of students are not "buying into" the new program. The in-house detention punishment has dropped to nil. The entire school has organized a one of a kind parent night where the students will speak on how they want to perform in addition to how the program has worked. The Principal expressed the staff's enthusiasm and eagerness to expand on this program. To make the program work all departments, along with each student, must participate and believe in the program.

All teams have intervention courses for core standards. These courses help find loops in learning below the CST tests and benchmarks. Every team has 2 days a week for drop in assistance. Saturday school is a four hour session students can use as an additional element of intervention for under performance, ADA makeup, tardiness or student attendance review board (SARB).

For students wanting to prepare for college, Crescent Elk offers Advancement Via Individual Determination (AVID) as an elective course. They also offer other enrichment courses such as drama, music, yearbook and leadership. Students who are underperforming do not have the privilege to enroll in enrichment classes. Should they excel and pass, they earn back the ability to enroll. One opportunity for them is to film videos on anti-bullying and send it out to their peers.

Afterschool clubs are a mandatory 9 hours a week or 3 day participation. Partial funding for teachers who head a club is through the Afterschool Safety grant, ADA funding, and ASES.

Emphasis has been put on having a bully-free school. This includes cyber, texting and physical bullying. Should a bullying incident occur, parents are contacted and the resource officer (shared with Del Norte High School) is notified. Sometimes these incidents result in suspension. The Principal expressed conversation is an effective tactic to get to the bottom of the conflict.

The Principal noted he has been aware of only two pregnancies of Crescent Elk students in the past seven years. Alcohol use on campus by Crescent Elk students has been brought to his attention twice in the past seven years. Marijuana related issues at Crescent Elk are brought to his attention 2 or 3 times a year. The dropout rate is consistent with other District schools. Six percent of eighth graders have more than three F's in their 8th grade year. These students are not allowed to graduate. They often leave Crescent Elk for credit retrieval through outside education resources. The student population is consistently down 30 students as families are leaving the area.

Facilities: The facilities at Crescent Elk are used often by outside agencies and groups for various events ranging from theater to sporting events. Crescent Elk has a good working relationship with the maintenance department. The grounds are dated but appear clean.

Curriculum: The district has developed a new direction patterned after "The Delta Program" which will be supporting teachers to increase their abilities to help students become more proficient in the core classes. Due to budget cuts during the 2012/2013 school year, their staffing has been reduced by four teachers, which is equal to one whole team. The large class size continues to be an issue and Crescent Elk believes strongly in team teaching as it promotes a smaller learning community.

Immediate Concerns: The Principal voiced concern over the current food program. He understands it's a State issue but he would like to see positive change at his school. He would like to see more parent involvement, as it is crucial to the success rate of his students. Lastly, the low staffing levels due to budget cuts is worrisome. He strives for dedication and open, honest communication with fully transparent practices.

Del Norte High School

Five members of the 2011/2012 Del Norte County Grand Jury met with the Del Norte High School (DNHS) Principal on March 16, 2012. She was asked questions in the following areas:

Comparisons to other comprehensive high schools: Del Norte's rank is a 3 (on a 10 high-1 low scale) when compared to 100 similar schools. Similar takes into consideration: parent education, income, diversity, amount of free or reduced lunch eligibility, etc. Most of these 100 similar schools are not located in a rural area. Del Norte's number is a 7 when compared to the schools that they compete with in athletic events.

In Tenth grade all students are required to take a State mandated exit exam. A score of 350 is passing and approximately 80% of Del Norte High students meet this standard. A score of 380 shows proficiency and this is the number DNHS strives for.

Approximately thirty percent of DNHS students are eligible to attend a 4 year college upon graduation. Around thirty five to forty percent of DNHS students attend community college or trade

school as the cost is lower than a 4 year college. About five or six percent of DNHS join the military.

Funding: Del Norte High School receives the lowest amount per student of all district schools. The district did increase the Title 1 Federal funding for the 2011/2012 school year which has helped finance team teaching and focus resources on struggling students and increasing exit exam scores.

Approximately 100 students have moved to alternate education since the beginning of the school year. The main reason is credit deficiency. The number for early graduation has stayed steady at 4 or 5 students.

The Del Norte Teachers Association negotiates the class size (student teacher ratio). It is presently at 38 students to 1 teacher.

Technology: There are currently five working computer labs. The cost to establish a computer lab is approximately \$50,000. All labs have been replaced within the last 2 years. As a whole, each department agreed to set aside \$15,000 annually for costs associated with computers. Del Norte High School is moving away from stand-alone labs as they are not as effective as integrating technology (ipads, laptops and smart boards) directly into the classroom. Each student must sign a contract for using the lab stating rules for using the computer. Each student has a closed google email account to communicate with teachers and administration. The principal noted the number of students without access to the internet at home is very small.

There have been several problems with social media but the extent has occurred outside of the school. Cell phone usage is not allowed in the classroom and the responsibility of monitoring is placed on the teacher. The first offense results in the phone being taken away and then returned to the student at the close of the school day. The second offense results in the parent having to come to school to pick up the phone. The third offense results in a total ban of the phone at school, unless it is needed for medical reasons.

Student Support: After collecting data on below-average student's performance in sixth, seventh and eighth grade, these students are pulled out for extra support for the first 6 weeks of school. They are retested at 6 weeks and placed in a class with intensive support with 2 teachers and a lot of hands on application. There are approximately 35 students enrolled. Students that do not pass the exit exams in Math are assigned to a support class to help them increase their proficiency. Big Marker is an online math tutoring system which offers 6 hours per week of extra assistance from a compensated DNHS teacher. Last year approximately thirty students took advantage of the Big Marker program and this year 40 to 45 students are using it.

In the 2012/2013 school year, DNHS is rolling out a new element titled Advisement. It consists of a 30 minute period each day during the first two weeks of school and will be instituted for the benefit of advising (goal setting, expectations, leadership) and supporting the students. A 3:15pm-5:15pm after school program offers a variety of classes, which include cooking, drivers education, and administrative justice, to increase variety for students. 180 students belong to the Honor Society (formerly GATE) which gives opportunity for enriched activities in the Arts.

A lot of the social media problems have resulted in bullying. The majority of cases start on Facebook. The principal noted DNHS was behind the curve, as are parents, on how to deal with the issue. A conflict management group (15 DNHS seniors) has been reinstated to help the

students reach solutions without resulting in violence. This past year there were only 45 reported conflicts. Male conflicts have decreased but female conflicts have increased. The majority of female conflicts stem from female to female disputes regarding boys.

There is a police "resource" officer on campus and he has built a good relationship with the student body and helps considerably with the discipline. He looks into the school's safety plan, organizes "Every 15 Minutes" (an anti-drinking and driving program), vandalism, and truancy. Del Norte High School pays for the bulk of the \$60,000 contract to have the resource officer present. The local organization, Friday Night Lights, has also teamed with DNHS to spread awareness on various issues affecting high school age kids.

The principal has proposed a closed campus during lunch for freshman starting the 2012/2013 school year. The purpose is to keep better track of students, and will allow the school to offer more lunch varieties on campus.

Facilities: The campus is utilized by the entire community which takes a toll on the older campus facilities. One wing of old temporary portables is to be replaced with new science labs using School Facilities Bond monies in the near future. New wiring has been completed throughout the building on the first project of Measure A. Several projects were started with Bond monies: boiler repairs, wiring, phone/intercom system, and wireless internet.

Curriculum: Besides the college bound courses offered through DNHS, there is a county Career Technical Education (Vocational Education) program. It is based on "Pathway Programs" which is a series of suggested courses that prepare students for work, college or trade schools. These include recommended courses and related organizations. They are Agriculture/Agriscience, Building Trades, Transportation, Manufacturing/Production, Medical Career, Computer Technology Support, and Human Services.

The district has developed a new direction patterned after "The Delta Program" which will be supporting teachers to increase their abilities to help students become more proficient in the core classes. DNHS is moving toward establishing a professional learning community with "data coaches." During the 2012/2013 school year, three teachers will be assigned to data coaching in addition to teaching part time. The principal expressed the staff's excitement and eagerness to start the new learning process.

Approximately 30 current Del Norte High School students are also taking classes at College of the Redwoods.

Border Coast Regional Airport Authority: Regular Department Review

Reason for Review: The 2011-2012 Grand Jury felt a review of Border Coast Regional Airport Authority was necessary since no previous report is on record.

Findings: The original airfield dates back to 1942 and was put in place for the military as a Civil Aeronautics Administration project under the Development of Landing Area for National Defense. The airport and facilities were handed over to the County of Del Norte in 1944. The landing strip was immediately leased to the United States Navy for training purposes. The war ended before the Navy received federal funding to construct a training facility.

The working airport terminal used today is 2,002 square feet, and was constructed in 1950. The County of Del Norte continued to develop the airfield for commercial and local purposes following the war and began managing and supporting the non-sustainable facility with General Funds from the late 1950's until 2007. In 2007, the County of Del Norte entered into a Joint Powers Agreement with a new entity called: Border Coast Regional Airport Authority (BCRAA, referred to as the Authority). The Authority manages the airport operations and its renovation. The regional airport serves Northwestern California and Southwestern Oregon. The County of Del Norte leases the airport property to the Authority and, is the only member to provide funds for operating revenue. The membership in the Authority has steadily grown since its inception on October 4, 2007, to include; County of Del Norte, City of Crescent City, Elk Valley Rancheria, County of Curry, City of Brookings, and most recently Smith River Rancheria. Viewed another way, the partnership includes two municipal entities - one each from Oregon and California, two county governments - one each from Oregon and California, and two federally recognized tribes. The third amended Joint Powers Agreement took effect January 1, 2012, when the newest entity joined. The third Joint Powers Agreement is in effect for the next ten years. The advantages of creating the Authority has allowed access to grants and funding from two different states and three different categories to support much needed airport renovation and to contribute to revitalizing local access and the economy.

The Authority is a separate government entity pursuant to the Joint Powers Agreement and California Law. The Authority has a Memorandum of Understanding (MOU) with the County of Del Norte for managing the regional airport. The current staff consists of 2 full-time maintenance workers, one airport administrative assistant, and the supervising Airport Director/Executive Director, which is a department head position.

The current Airport Director is a retired 30 year Air Traffic Controller. He has been in this position for 6 years 6 months, beginning before the BCRAA was created. The Airport Director is also a working meteorologist for local media and is a licensed private pilot. The Airport Director is responsible for the overall administration, management and operation of the Del Norte County Regional Airport (CEC), as well as management and maintenance of two outlying airfields in Gasquet (Ward Field) and Klamath Glen (McBeth Field).

In addition to the Airport Director duties this position also serves as the Executive Director of the BCRAA. The Executive Director is responsible for the administration of the Joint Powers Authority and all coordination and communication with its members. As a management position this job includes, but is not limited to, daily operations, maintenance, lease management, regulatory compliance, budget, grants, airport land use, commercial development and its coordination. In 2009, the written job description was revamped to include the title Executive Director. The major duties listed under "essential duties" in the job description include: implementing long and short range airport construction and capital improvement needs. By itself this dual role has grown exponentially since the position was created.

During our review, airport plans and objectives were presented under the CEC Airport Capital Improvement Plan (ACIP), for fiscal years 2012-2017. The Airport Capital Improvement year funding plan through the Federal Aviation Administration (FAA). The FAA has approved planning and funding for Airport Improvement Program stimulus grants (AIP). AIP money comes from the Aviation Trust Fund which is a federal tax on aviation fuel and passenger tickets. Each project is

listed under separate plan headings and is managed by the airport and contracted staff. Three headings were shown to us with 25 different AIP's associated with them. These AIP's were approved by the BCRAA board. Some of the AIP's are near completion and some are in early stages of design. The first heading is the "Runway Safety Area" (RSA) which currently has six AIP's listed, one of which is clearing and grading at the end of runways 11-29 and 17-35. The runway improvement has required a Mitigation Monitoring Plan (MMP), making it necessary for the County Board of Supervisors' approval to transfer use of county owned roads and property, and purchase of adjacent publicly owned properties, to meet Coastal Development Permit requirements. These properties are to offset loss of wetlands affected by the airport renovation. The second heading is "Terminal Construction Program" and has seven AIP's to meet its goal. The third heading is "Runway Overlay & Lighting & Marking Rehabilitation" with four AIP's listed. Two of these four AIP's are for Design and two for Construction of Runways 11-29 and 17-35. These will make improvements on runway pavement as well as lighting and marking. This ACIP plan shows the year of each AIP completion and expected costs.

The Airport Director sent letters to congressional members from California and Oregon asking for 6 million dollars in February of 2009 for terminal improvements. The FAA has promised eighty percent funding for building space directly associated with airport transportation/infrastructure. Matching funds to meet the other twenty percent will have to come from other sources of funding such as the requests sent to two state legislatures.

The Authority does occasionally hire part-time employees who respond to the immense amount of paper work required for planning, grant writing and preparing documents for this multi-year airport renovation project. Currently, however, there are no part-time employees. The Director and his assistant are located within the Airport's Fire Station and use the break room as their office. The two maintenance employees work out of Hanger 18.

Several members of the Grand Jury attended the BCRAA board meeting October 6, 2011, and again on March 1, 2012, concerning AIP-25: Terminal Design Project. A workshop by Vanir Construction Management Inc. just prior to the March 1, 2012, BCRAA Board of Commissioners meeting presented architectural drawings of the new airport terminal. The project update included a visual display of design options and possible layouts for the future airport terminal and parking. The building square footage has been reduced from the initially proposed 20,000 square feet to 12,000 square feet. The current airport terminal in use is close to 2,000 square feet. This reduction and relocation of the plan has made it easier to meet California Coastal Commission's Coastal Development Permit requirements. It was explained to Grand Jury members during the Airport Directors' review that runway expansion is no longer part of the required airport terminal construction. The Airport Director explained that the air traffic to rural airports has reduced nationwide; consequently the need for longer runways required by larger planes has been removed from this project. The current airport terminal plus the modular building used by the Transportation Security Authority (TSA) does not allow enough room for more than one flight at a time.

Our local commercial airport is called Del Norte County Regional Airport, Jack McNamara Field (CEC). It currently has one commercial carrier SkyWest Airlines who is partnered with United Air Lines and operated under United Express. The average seat fill on passenger flights is 22 out of 30. We were advised that the airport provides service for approximately 14,000 passengers per year, but it needs to average 25,000 per year to attract additional airlines. There is currently an

Essential Air Service (EAS) subsidy to maintain flights into our rural airport, but they come with restrictions as to where the flights can go. The flights are required to give passengers access to a medium (Portland or Sacramento) or major (Seattle or San Francisco) hub and the subsidy contract is for a single provider. The current provider is limited by association with partnered airlines as to which direction hub it flies into.

One of the airport renovations discussed by members of the Authority has been the choice of using onsite septic or attaching to the City of Crescent City's sewer system. The extension of City sewer service to the airport benefits the area by improving infrastructure in that area, and allows for future expansion. There is also the choice of enlarging existing water service to meet fire suppression requirements or pay to build an onsite water storage facility. The choice to have City sewer and enlarge the city water line to meet construction requirements could greatly enhance future growth in and around the airport.

An outside agency provided funding for labor to assist in painting of BCRAA hangars, the unmanned FAA building, Airport Terminal and TSA security buildings. They also assisted with ground maintenance including clearing and grubbing of land. These activities have greatly improved the appearance of the airport grounds and buildings. The support funding ended November of 2011.

Note: CEC are the assigned letters designated by FAA given to the Del Norte County Regional Airport, Jack McNamara Field.

Conclusion: The grounds and buildings associated with the airport are clean and appear to be well maintained. Structures look well-kept but some, especially the airport terminal, are showing their age.

We greatly appreciate the Airport Director and his administrative assistant complying with all our requests pertaining to their jobs and explanations of projects currently in progress.

The renovation of our local airport is needed to support stable economic growth and improve services for patrons. As a gateway to this region, it is essential to develop a positive first and lasting impression to visitors and locals alike. We view the actions taken by the BCRAA Board of Commissioners and the airport staff to update and renovate the Border Coast Regional Airport to be a positive step to improve economic growth in this region.

Recommendations: None.

Response Required: None.

Del Norte County Library District

Reason for Review: The Grand Jury noted the Del Norte County Library District had not been reviewed by the Grand Jury since 2001, as a result they felt it was overdue for a review.

Findings: The Del Norte County Library District (DNCLD) was organized on July 1, 1978. The DNCLD is administered by an elected five member, four year term, Board of Trustees. They are a member of the North State Cooperative Library system. Currently, there are 2 full-time employees who operate under two separate budget units.

The stated vision of the Del Norte County Library (DNCL) is as follows, "To provide and promote development of literate and informed citizens through open and equal access to cultural, intellectual and recreational resources." Their stated mission is, "To assure public ownership of print collections, digital resources, and gathering space for citizens of the library district."

The DNCL building is located at 190 Price Mall and has recently been painted and the surrounding shrubs trimmed. Large trees have been removed or pruned back from the front entry side of the building. Recently the City of Crescent City removed the nearby covered walk way giving the exterior a cleaner, brighter look. The only visible damage we noticed was a rear glass door which is slated to be replaced in 2012.

The hours of operation for the main library are Tuesday through Friday, 11:00 a.m. to 6:00 p.m., and 12:00 p.m. to 4:00 p.m. on Saturdays. (Summer hours Tuesday through Friday are 10:00 a.m. to 6:00 p.m.) The library has issued a total of 21,000 library cards during the past 15 years. During the month of April 2012, 63 new patrons received library cards. Approximately 1,800 individuals visited the main library during that month and more than 3,000 forms of media (books, DVDs, etc) were lent to patrons. Cardholders are limited to having a maximum of 20 media items checked out at any given time. In addition, patrons of the library logged 382 hours of internet usage during the month of April 2012.

There is also a branch of the Del Norte County Library in Smith River, California, which is staffed by 5 volunteers. A private non-profit group "The Library Foundation", with its own Board of Directors, provides some additional funding when they have available monies.

Both full time employees play very different roles, and they are located in separate buildings. Members of the Grand Jury met with the Library Manager on February 23, 2012 and again on May 4, 2012. The Library Manager, a full-time position, manages the Library, with 5 part-time staff members (four in circulation, one in bookkeeping) and 20 volunteers under budget unit number 414-070. The Library Manager started as a volunteer and has worked for the Library for the past 26 years. She has been in her current position for 3 years. In addition to supervising employees, she performs some over-site of the full-time literacy program manager. The manager oversees bookkeeping, claims, circulation and is responsible for payroll and budget preparation and management for the Del Norte County Library District, budget unit 414-070. The Library Manager is anticipating a reduced budget due to State reductions as well as the loss of Redevelopment Agency funding. The final outcome may require the Library Manager to manage both budgets due to reduction in staff.

Late fees are collected from cooperative cardholders, but we were informed there are large amounts of uncollected fines from uncooperative cardholders due to the Board's decision to discontinue the use of an outside collection agency. The particular collection agency previously used, billed for every user that was identified as delinquent, instead of billing a percentage of what was returned. During the month of April, 2012, late fees were collected on 249 forms of media. Although the Library Manager did not have the total outstanding late fees available during the Grand Jury's visit, she was able to provide examples of the severity of the situation. The amount of outstanding fines and fees accrued from January 1, 2012 through April 30, 2012 was \$5,543.97; the amount of outstanding fines and fees accrued in calendar year 2011 was \$13,703.72; and \$12,247.40 in calendar year 2010.

Members of the Grand Jury also met separately with the Literacy Manager on February 16, 2012 and again on May 9, 2012. The Literacy Manager, the second full-time position, fills in for the Library Manager when required but primarily administers the Del Norte Reads program, with 37 volunteers under budget unit number 414-371. Budget unit number 414-371 is what supports the Del Norte Reads program. The Literacy Manager has held this position for over 6 years.

The Literacy Manager reports to the Library Board for the Del Norte Reads program. This position and program is a grant/donation funded program through the California Library Services and also receives donations and funding through various community partnerships. The funding for payroll, office space, and materials is being reduced because of statewide budget reductions and due to expiration of a Community Development Block Grant (CDBG). The 2012 CDBG grant may provide additional funding if the Board of Supervisors approves a plan that includes the Literacy program, but that would not be funded until September-October 2012. The current lack of funds is forcing Board action to reduce payroll. On February 14, 2012 the Del Norte County Library District Board decided to keep the Del Norte Reads program but eliminate the full time manager. A part-time Literacy Coordinator will be hired to run the program 19 hours a week. The former full-time Literacy Manager accepted this part-time position in March, 2012; however with the limited hours, the Literacy Coordinator will be unable to perform all the functions of the former Literacy Manager position. The programs will be run out of the same office space with reduced supervision. These changes would appear to give the program its best chance of success in view of their reduced budget.

The Del Norte Reads program has provided beginning classes in the following areas: ESL (English as a Second Language); preparation for GED testing in Language, Science and Math; Computer 101 – learning basic word processing, online research and literacy to improve literacy skills. (Note, beginning next year all GED testing will be done on-line via a computer keyboard not on paper.) All levels of tutoring are available which makes these programs unique. There is no other program in the county that offers one-on-one tutoring and supports all these skills for adults, excluding the local State Prison. The only other adult literacy program currently offered is by Del Norte County Unified School District. The program the Del Norte County Unified School District offers is an Adult Education Program and has a single educator running the program out of the school district's Educational Options Building. Adults 18 and older can earn an Adult Education diploma which is equivalent to the traditional high school diploma. This program is generally for those individuals who can read at least at 8th grade level and require very little one-on-one support.

During the first quarter of 2012 (January/February/March), the 37 volunteer tutors of the Del Norte Reads program provided a total of 682 instructional hours. The quarter began with 64 adult learners, 16 new learners joined the program, 39 adult learners either met their goals or exited the program, with 41 adult learners participating in the program at the end of the quarter. These statistics are comparable to those from the prior quarter as well. The standard office hours for the Literacy Coordinator are Tuesday and Wednesday, 8:30 a.m. to 4:30 p.m., and Thursday, 8:30 a.m. to 11:30 a.m. The volunteer tutors schedule their own hours with the adult learners and log in and out when they use the facilities.

The District's Board of Trustees sets the policies for library services. The Board of Trustees has adopted a new policy to fingerprint any new employees or volunteers. Actual fingerprinting has not taken place as no new personnel have been added since the policy has been adopted.

The Grand Jury members who attended the regular meetings of the Del Norte County Library District Board of Trustees in January of 2012 and February of 2012, felt the meetings were not conducted in a professional manner. Confrontation with the audience, closed session delays in the middle of the agenda and use of inappropriate voting methods were all observed. No legal counsel was present and there was no input from the Library Manager when the meeting became disorganized.

The Board's Chairman made a point at one of the meetings the Grand Jury attended that anyone interested in becoming a member of the Library District Board should contact the Board directly or the Library Manager, as there were existing members ready to step down. This comment, along with other facts brought to our attention, indicates how the Library Board and Library Manager have circumvented the election process. Statements taken by the Grand Jury indicate a willingness of Board members to step down from their position rather than wait and file for the election process. By appointing a new member to the vacated position, they are not violating the California Government Code Section 1780. However, the election process has been bypassed. The last time the Library District was on the ballot was November 6, 1990. For the past twenty-two years members of the Library Districts Board of Trustees have run unopposed or have been appointed by Del Norte County Board of Supervisors or Library Board of Trustees. By running unopposed during an election year the County Clerk-Recorder's Office notifies the Del Norte County Library District that the district had persons file for office without opposition and therefore these people have been declared elected to office and need not appear on the election ballot. The Library District is billed an appropriate sum and the position is filled. If the district does not appear on the ballot there is a substantial savings to the district.

Upon further discussion with the Board Chairman and the Library Manager, neither could quote from any printed document as how to properly fill a vacant seat when vacated prior to an election date. They both agreed it required notification in the newspaper and posted at known locations but neither could cite the actual rules that applied. However, guidance for this issue is documented in the California Government Code Section 1780. This section provides provisioning and guidance for a vacancy in any elective office on the governing board of a Special District. It covers notifying procedures and what time frame is required for notification of the County Election Official, public disclosure, and filling of a vacancy.

Conclusions: The importance of the Library volunteers is quite apparent. There are twenty volunteers that support the Del Norte County Library's main branch and five dedicated individuals who volunteer at the Smith River branch. There are another thirty seven volunteers who support Del Norte Reads as tutors, in activities, and with office details. The fact that most of the volunteers have been involved for many years with little turnover supports the commitment of those involved. We find it easy to commend the Library's effort to attract such a dedicated group. The appearance of the Library exterior is attractive and well maintained. We should acknowledge the use of available alternate manpower to beautify the grounds and painting of the exterior. The interior is clean and warm. The layout makes it easy to browse and the support staff is quite helpful.

The Grand Jury is aware of costs related to a county wide district ballot and in concept sounds very prudent. The cost saving merits are worthy of consideration but the concern is lost when in practice

it eliminates the opportunity for county wide elected members. To save on election costs the Library District Board of Trustees makes an effort in concert not to have more than one person running for any seat vacancy.

Recommendations: The 2011-2012 Grand Jury would strongly recommend that the Del Norte County Library Board of Trustees and the Library Manager receive education concerning the Brown Act and Rosenberg's Rules of Order for proper meeting conduct. The presence of personnel and budget issues on the agendas should merit the presence of the District's legal counsel. There was no legal counsel present during the regular board meetings we observed and when we asked about this, the response was, "they did not normally invite him unless they felt it was required." Although not having the District's legal counsel present at meetings is a cost savings to the Library District, the Grand Jury feels that the absence of legal counsel contributed to the unprofessional conduct and procedures in relation to personnel and budget matters.

The Grand Jury recommends the Library District Board of Trustees and Library Manager familiarize themselves with California Government Code section 1780 in order to better understand the appropriate guidelines for filling of vacancies on the Board of Trustees.

The Grand Jury recommends the Library District search for a collection agency that is paid a percentage of what it collects for delinquent library fines rather than letting uncollected fees and fines diminish the District's revenue source.

Lastly, the Grand Jury recommend the Board of Trustees and Library Manager be more proactive in looking at other funding sources.

Crescent City Harbor District: Regular Department Review

Reason for Review: The Grand Jury felt the need to follow up from previous reviews due to recent activity connected with the 2011 tsunami as it effects on the Harbor District and its reconstruction. Members of the Grand Jury attended the September 20, 2011 Harbor Commissioner's meeting and on September 23, 2011 interviewed CEO/Harbormaster and the Harbor Commissioner President.

Findings: The CEO/Harbormaster is the lead person for all Harbor activities. The CEO/Harbormaster is governed by and responsible to a five member elected Harbor Commission. The daily personnel maintaining the Harbor District are 4 full-time maintenance personnel, an independent treasurer, 2 full-time office staff, and a part-time security person. Additionally, the Harbor District has hired a part-time planner and two part-time administrative assistants to support grant writing for repairs and the design of projects. These last three part-time positions are partially funded through grant funded projects. The number of part-time security and maintenance personnel grows in the summer to manage the increased use of the two marinas and to deal with the needs of public and commercial customers.

The normal budget of \$1.2 million is funded by property taxes, leases and dock facilities use fees. The Harbor District's mission is to promote commerce, fishing, navigation and public recreation. It has been greatly affected by the demands of rebuilding the harbor to repair the damage caused by two tsunamis. The lack of facilities has reduced the income received from docking fees by 75%. At the September 20, 2011, Harbor Commissioner's meeting it was mentioned the leading concern on their time table was the readiness of the inner-boat basin for the fishing fleet during crab season. The local Dungeness crab season represents the largest single dollar harvest value for

local fisheries from San Francisco, California to Portland, Oregon. Providing a temporary functional dock and marina for the crab season is foremost on the harbor repair schedule. The temporary restoration of the inner boat basin reflects incredible coordination and effort to be ready for this season. Response to our questions concerning the harbors priorities shows the harbor's staff is making the best use of its limited resources.

Currently, there are several projects underway to restore and improve the harbor. Funding them has been a lengthy process that includes a 4 year wait for a Coastal Commission Permit for repairs needed from the 2006 tsunami. In February 2011, the necessary permit was given to rebuild the breakwater and inner boat basin to withstand a 50 year tsunami, which was the harbor's goal. The harbor met the requirements of California Emergency Management Agency, so 75% of the costs were covered by the State. A Community Development Block Grant gave the harbor the working capital it needed to begin repairs. Returning the Crescent City Harbor to a "safe harbor" for the fishing fleet and the public was the immediate concern. The argument to Federal Emergency Management Agency (FEMA), for supporting the costs of 'temporary docks' was based on how difficult and dangerous the Dungeness crab season is in Northern California. CEO/Harbormaster cited documents listing our local crab season as having a higher fatality rate than the Alaskan king crab season. A safe harbor with even temporary docking facilities to support the fishing fleet was financed with Federal dollars.

Excluding the Master Plan 2006 design proposal underway, the repair projects are expected to be completed within the next 24-30 month period and have funding from several sources adding up to approximately \$35 million dollars. Two major storms, in addition to two tsunamis have besieged the harbor in the past 5 years. However, the damaging weather seems to have strengthened the resolve to improve the harbor. A very resourceful team was developed which consists of local and non-local professionals that have partnered with Crescent City Harbor and the County of Del Norte to meet this challenge. The future of this safe harbor is very positive mostly due to the combined talents brought together to address the harbor's needs. The damage inflicted by the 2006 tsunami and 2 major storms required enormous effort to secure permits, planning and funding. By having effective part-time additions to the staff (a local CPA as treasurer, retired former Del Norte County planner for planning, two experienced assistants as support staff, and a local group for engineering) the current CEO/ Harbormaster and the Harbor Commissioners had assembled a 'working team' who could efficiently respond to the damages from the 2011 tsunami.

One of the Grand Jury's concerns was the tsunami preparedness of the Harbor District. Committee members asked if there were any glitches or issues that they would handle differently after the March 10, 2011 tsunami. The CEO/Harbormaster was very pleased with the early warning, and cooperation with staff and local fishermen. It made this tsunami's preparation much more successful than the 2006 tsunami. For protection of life and property, the harbor staff made contact with better than 95% of the property and boat owners in advance of the 2011 tsunami. The harbor staff worked with the local Office of Emergency Service Administrator who was managing the Emergency Operations Center (EOC) during this disaster. The Grand Jury contacted the OES administrator who voiced a similar opinion, "The harbor was very well prepared and had no issues with how they handled the tsunami preparation." The biggest safety concern during the actual tsunami were the individuals from the general public who were asked to leave but remained in areas in and around the harbor. Our general opinion is the Harbor District handled this disaster very well and that was supported by the local OES administrator.

The second stage of a Master Plan design proposal, approved in 2006, was unveiled by Crow/Clay & Associates during the September 20, 2011 Harbor Commission meeting. The grant design guidelines required by Coastal Conservancy Grant Project for development of design guidelines included the Waterfront Promenade design, a Coastal Trail design, interpretive signage, and designs for two new bathrooms are at a 50% completion status. Having a completed design will allow the harbor to secure funding to begin this project. The CEO/Harbormaster and Board Commissioner present at the Grand Jury interview discussed the designs and were positive this design would bring more business into the harbor. The CEO/Harbormaster sounded very optimistic concerning completion of the 2006 Master Plan in stages. There was no timetable given with regard to its completion.

Another concern by the harbor has been the maintenance of the fisheries sewer processing plant located in the harbor. The processing plant has had issues and is no more than a lift station now. The recent completion of the new Crescent City Wastewater Treatment Plant has added resources to accept the direct flow of the commercial fishing plant's waste. The new Crescent City plant has allowed the harbor to release control and maintenance of the onsite sewer plant to the City of Crescent City.

Concerns: Our attention to work groups, other than the harbor's maintenance personnel, in and around the harbor performing painting, mowing and doing minor repairs led to questions about why these groups seemed to be working on non-harbor areas. The response was, "The harbor has no control where the work groups are used." Rural Human Services secured the funding for this work force and they are deploying and controlling them.

Commendations: In general, our view is that the Harbor District has dealt with maintaining a working harbor environment while trying to rebuild its facilities as well as can be expected. The combination of talents brought together to deal with reconstruction, growth and health of this safe harbor is quite apparent. Our review was never to uncover a problem but to request an overview of the progress being made. The CEO/Harbormaster made every effort to accommodate our questions and give praise to all who supported the effort of the harbor repair. His resourcefulness and sincerity was apparent in his evaluation of the progress made. The Grand Jury would like to thank the CEO/Harbormaster and his staff for their combined efforts and hope for them continued progress in meeting their goals.

Response Required: None.

Crescent City Fred Endert Swimming Pool: Regular Department Review

The Del Norte County Grand Jury conducted a review of the Fred Endert Swimming Pool between March 30, 2012 and April 22, 2012.

Findings: The Fred Endert Municipal Swimming Pool is owned by the City of Crescent City. It is locally managed by the Pool Manager who reports to the City Manager. The pool's manager began working in his present position in April, 2003. He was the assistant manager beginning in August, 2001. He also worked at the pool from 1986-1995 beginning as a lifeguard.

The Pool Manager is assisted by a full-time Assistant Manager and a part-time staff of 15 Lifeguards-including 3 Head Lifeguards, 5 Water Safety Instructors-some of whom are also lifeguards, 3 Aquatic Specialty Program Instructors, and 1 Water Safety Aide. Staff members are required to pass drug tests and fingerprint clearances to assure the safety of those using the pool's programs. Staff are required to have all certification needed for their positions before they are

hired. Re-certifications needed are paid for from the pool budget. Pool personnel are paid using the city pay scale for their position and according to their length of city employment.

The Fred Endert Pool was built in 1965 and underwent renovation from April of 2008 to February of 2009. The seed money for the renovation was a State Parks and Recreation Grant sought by the previous Pool Manager. The Promote Our Pool Foundation, POP, donated \$50,000 dollars, private citizens donated some funding, and the balance of the renovation was paid for by the Crescent City General Fund. The approximate total cost of the renovation was \$1.7 million dollars.

Renovations included a salt-generated chlorination system which has reduced chlorine odor and is an upgrade from the old system. Pool facilities were upgraded to comply with the requirements of the Americans With Disabilities Act, ADA, and to address needed safety concerns; such as the floors being sloped toward drains. The renovation also included cosmetic improvements that include an educational mural and repainting with artist coordinated colors. Pool use promotion was addressed with the inclusion of a water slide.

One of the primary services that the city pool provides for county residents is swimming lessons. The manager believes that Del Norte County residents should all have swimming skills due to the abundance of water in our county. Other programs offered by the pool include open and family recreation swim, fitness classes that include width lap swimming in the deep end of the pool during all fitness class times. Since the pool's renovation a water slide is available during recreation swims and a spa and sauna are open during adult programs for patrons 16 or older. Regular customers of the pool include a private physical therapy office, The Crescent City Swim Club, tourists-for recreation or for the shower facilities, and a range of county citizens who use the pool for recreation and/or for healthful exercise. Del Norte County Schools pays for lessons, with parent approval, for its 4th grade students.

Use fees collected from approximately 45,000 customer visits, grants, and the Crescent City General Fund provide funding for the operation of the city pool. The Grand Jury reviewed the on-line copy of the city's 2011-2012 adopted budget and found that income sources totaled \$219,805, actual expenses were predicted as \$471,825, and project an expected loss of (\$252,020) to be provided by the city's general fund. The pool manager submits payroll, billing, and purchase requisitions to the city accounting department with the exception of a small store of snacks and pool use items that are inventoried daily by the pool's staff.

A major expense for the operation of the pool is the cost of heating with propane. Grants are being sought to seek an alternative source of heating that could greatly reduce the pool's heating costs. The director seeks input regularly to provide services that are desired by the public to increase revenue from pool use fees. A recent change in the expense of swimming lessons is the charge of two dollars per swimming lesson certification by the Red Cross. The manager is formulating possible funding sources for this increase and is hoping not to increase the cost of swimming lessons.

Recommendations: None.

Commendations: The Crescent City Fred Endert Pool's Manager and staff provide much needed recreation and physical health experiences for the citizens of Del Norte County and its visitors. The manager has a history of working at the pool for much of his life beginning as a teen. The renovation, excellent safety record, and attention to customer service increases pool use each

year. Interviews and the staff manual reveal that the pool with its staff is managed in an organized and supportive manner, including the direct instruction of customer service and re-certification training. The Pool Manager is pro-active in finding funding for more cost effective operation and to listen to the public desires when providing programs for public pool use.

Crescent City Housing Authority: Regular Department Review

The Del Norte County Grand Jury conducted a review of the Crescent City Housing Authority between February 1, 2012 and March 20, 2012.

Findings: Requests for information were provided in a timely manner by the director of the Housing Authority. The staff was courteous and professional in all exchanges. The information requested was fully answered with all materials providing budgets, mission, policies, and procedures that clearly stated the purpose and objectives of the authority. A meeting was conducted with the director on February 23, 2012. Two members from the Grand Jury were present at the one hour interview where all questions were answered.

The agency was established in 1968 and provides rental subsidies to over five hundred low and moderate income families in Del Norte County. It is a city agency with a director, inspector, two technicians, and receptionist/administrative assistant. There is an advisory commission appointed by the Crescent City Council, which acts as the Board of Directors of the Housing Authority. All funding is provided from the Department of Housing and Urban Development, a federal agency. Expenses for administration of the program are 15% and housing subsidies are 85% of the funds received from HUD. Payments are processed through the city finance department, and audits are conducted annually. The director reports to the city manager.

Recommendations: None.

Commendations: The Crescent City Housing Authority provides valuable services to our community. It assists families in finding affordable shelter and supports the business community by using rental facilities owned by local citizens. And, it does so in a very professional and efficient manner. The agency is an excellent example of the collective association of government and free enterprise in solving the needs of our community.

Crescent City Redevelopment Agency-The Successor Agency: Regular Department Review

Findings: Redevelopment Agencies were created in the late 1940's, to eliminate blight. The agencies were designed to work with developers and private investors for the purpose of creating improved commercial areas and affordable housing among other actions.

The Crescent City Redevelopment Agency (RDA) was created in 1964 in response to the Tsunami damage in the Downtown area. In 1986, the RDA area was increased outside of the downtown core.

The Agency is managed by the City Manager, who reports to the RDA Board which is composed of the members of the City Council. The Agency and City are separate and distinct legal entities. The RDA has had a staff of two oversee and plan projects.

The RDA works by redirecting the increase in tax dollars (tax increment) in the established redevelopment area to the RDA. The theory is that by improving the appearance and desirability of blighted areas, it will increase property values and improve the tax base.

RDA Prior Activities:

- Rebuilt Downtown after 1964 Tsunami
- Northwoods Inn
- Bay View Motel
- Hampton Inn
- Construction of parking lots, sidewalk improvements and ADA facilities in downtown areas.

Project Funding Loans:

- Hampton Inn
- Pacific View Plaza (formerly Square Deal Lumber building)
- Municipal Pool renovation

Low and Moderate Income Housing Projects:

- Surf Apartments
- Home Improvement Program
- Demolition of El Patio and City Center Motels

The State Legislature disbanded all RDA's in 2012. All assets of the Crescent City RDA will be dissolved and transferred to the City, and all outstanding debts and loans must be repaid. The funds will be distributed to Public Safety and Education. An oversight board consisting of 5 members has been created to administer the distribution of assets. The Board consists of the Mayor, College District Board Member, School District Board Member, County Supervisor and a local citizen.

Recommendations: The committee recommends the 2012-2013 Grand Jury follow up with the Redevelopment Agency as to the progress of disbandment.

Secretary's Report:

On June 30, 2011 19 members were impaneled as the Del Norte County Grand Jury for the 2011-2012 year. Six members were returning members from the previous year's jury. A few members resigned from the jury during the 2011-2012 year of grand jury service and most were replaced with new members. The Del Norte County Grand Jury for July 2011 through June 2012 ended with seventeen members.

This year's report was filed with the Del Norte County Clerk prior to be released to the public. Paper copies of this report may be obtained at the Del Norte County Clerk's Office. Members of the jury for whom there was a conflict of interest recused themselves from any investigations for which a conflict of interest existed.

The duties of the Recording Secretary were shared between several members of the jury throughout the year. I am grateful for the collaboration between all members of the jury. Thank you for the opportunity to serve the County of Del Norte as a member of the Del Norte County Grand Jury.

Sincerely,
 Kareen M. Kalvin
 Recording Secretary for the 2011-2012 Grand Jury

Response Instructions for Local Public Agencies

This Grand Jury's report contains findings and recommendations directed to the boards of various local public agencies subject to the "watchdog" functions of the Grand Jury. Pursuant to Penal Code Section 933, **no later than 90 days** after the Grand jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency shall comment to the presiding judge of the Superior Court on the findings and recommendations pertaining to matters under the governing body. And every elected county officer or agency head for which the Grand jury has responsibility shall comment **within 60 days** to the presiding judge of the Superior Court.

Pursuant to Penal Code Section 933.5 as to each Grand Jury finding, the responding person or entity shall indicate one of the following:

The respondent agrees with the finding.

The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefore.

As to each Grand jury recommendation, the responding person or entity shall report one of the following actions:

The recommendation has been implemented with a summary regarding the implemented action.

The recommendation has not been implemented, but will be implemented in the near future, with a time frame for implementation.

The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed including the governing body of the public agency when applicable. This time frame shall not exceed six months from the date of publication of the Grand Jury Report.

The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefore.

However, if the finding or recommendation of the Grand Jury addresses budgetary or personnel matters of a county department headed by an elected officer, both the department head and the Board of Supervisors shall respond if requested by the Grand Jury, but the response of the Board of Supervisors shall address only those budgetary or personnel matters over which it has some decision making authority. The response of the elected department head shall address all aspects of the findings, or recommendation affecting his or her department.

Submittal of Report by the 2011-2012 Del Norte County Grand Jury

Undersigned, being duly sworn and acting members of the 2011-2012 Del Norte County Grand Jury and comprising of at least twelve (12) members thereof, hereby affix their signatures to submit this Final Report.


Ben Cameron, Foreman

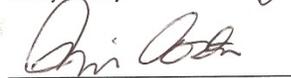

Shasta Mavris


Brooks Anderson


Eli Naffah


Sandy Blakely


John Roberts

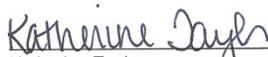

Jim Coston

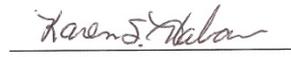

Christine Slette


Faith Crist

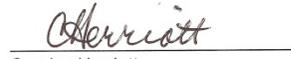

Harvey Smithson

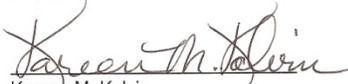

Kathryn Emerson


Katherine Taylor


Karen Haban


Corrine Thogmartin


Carolyn Herriott


Kareen M. Kalvin


Wilma Madden